



MEMORANDUM

September 14, 1976

To: See Distribution

From: Douglas Heck, Chairman of the Working Group/  
Cabinet Committee to Combat Terrorism

Subject: TWA Hijacking

We have lived through a harrowing experience in dealing with the latest hijacking but I think we can take some satisfaction in its successful outcome and in the contribution which everyone made to this end.

While we came out ahead this time, there is much we can learn from a post-mortem of this episode. In order to improve further our crisis management capability, I would like your cooperation in submitting by noon, Thursday, September 16, your comments on the following points:

1. Command and Control -- Your perception of command and control problems which arose as the situation evolved from a national to an international level and shifted from a domestic focus to a multi-national one.
2. Communications -- The adequacy of communications at the different stages of the episode and their strength and weaknesses. By communications we mean the physical facilities at the various operation centers as well as interagency, national and international communications networks.
3. Jurisdiction and Interagency Coordination -- Cite examples of jurisdictional or coordination problems.
4. Operational Requirements -- Staffing, including capability for extended coverage of the incident and urgent and critical equipment needs over and above normal requirements.

EXECUTIVE REGISTRY

T-13

State Dept. review completed

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5. Intelligence -- Were intelligence needs adequate and timely to fulfill responsibilities and make critical decisions as the situation developed? Were specific intelligence shortcomings encountered in dealing with the hijacking situation concerning such matters as (a) background of terrorist group and causes they represented; (b) identity and personality of terrorists; (c) credibility of the threat; and, (d) identification of assets (i.e., relatives, friends) in dealing with the hijackers.

6. Policy -- Did you encounter any problems in interpreting and implementing US policy on terrorism? If so, cite examples.

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